Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

~~CONFIDENTIAL~~

3 July 1965

MEMORANDUM FOR: Colonel White

SUBJECT : Responsibilities of the Executive Director-Comptroller

Attached are (1) a summary of the Executive Director-Comptroller responsibilities that I did for briefing Admiral Raborn and Mr. Helms and (2) some specific notes and recommendations for you personally which I have been dictating. I have not completed this "notebook" and intend to do so at the earliest possible date upon my return from Providence toward the end of this week. By that time perhaps you will have had a chance to read this and we can discuss them further.

STAT

Lyman B. Kirkpatrick
Executive Director

~~CONFIDENTIAL~~

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

CONFIDENTIAL

EXECUTIVE DIRECTOR-COMPTROLLER

1. Responsibilities.

Implementation of policies and DCI decisions.
Control of Agency resources--manpower and money.
General supervision of Agency activities.
Execution of inter-Directorate agreements.
Act for and on behalf of DDCI and DCI.

2. Specific Activities.

Supervision of: Cable Secretariat
Historical Staff
Executive Registry
Protocol Officer
Office of Budget, Program Analysis and Manpower
Fine Arts Commission

3. Budget, Program Analysis and Manpower.

Preparation of Annual Budget, Forecast and 5-Year Program.
Allocation of money and manpower resources of Agency--requests for T/O increases, organizational changes and new funds.
Exchanges and agreements with other departments (SWITCHBACK).
Approval of projects above $100,000.
Periodic unit reviews and briefings.
Chairmanship and direction of Financial Policy & Budget Committee.
Daily meetings with Mr. Clarke, D/BPAM.
Sign-off on senior officer vouchers.

4. Executive Director Activities.

Review and approval on behalf of DDCI/DCI:
Supergrade promotions;
Chief of Station appointments;
Senior position appointments;
Organizational changes;
Pending security cases;
General security problems.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

4. Executive Director Activities (con't).

Training:
- Particular attention to training--the old 5% rule.
- Midcareer Course.
- Executive Management Course.
- Talks to war colleges.
- Misc. OTR talks.

Personnel:
- Approval of incoming personnel for over T/O.
- Review of weekly appointments.
- Review of monthly separations.
- Out placement progress.
- Retirement--early and otherwise.
- 100 Universities Program.

Public Relations:
- General guidance and supervision of Mr. Chretien:
  - Requirement to report all press contacts.
- Businessmen's groups; Presidents' orders.

Policy Review:
- Regulatory system.
- Examples: overtime, summer employment.

DCI-DDCI Actions and Correspondence:
- [redacted]creening of incoming material. 50X1
- Congressional: journal, briefings.
- Act for DCI and DDCI.
  - Action Memoranda
  - Executive Memoranda
- Briefings of other government agencies.
- Review of Inspector General reports.
- Honor and incentive awards ceremonies.

President's Foreign Intelligence Advisory Board:
- Meetings.
- All records.
- Focal point for dealings.
- Recommendations: actions and implementation.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

COMPTROLLER RESPONSIBILITIES

I would not presume at this writing to tell you that I feel that I have yet completely evolved my role as Comptroller of the Agency into the way that I think it should ideally be handled. I do think it important, however, to give you a brief background on how the responsibility was assigned to me because it underlines the philosophy on which I was operating, a philosophy which Admiral Raborn reconfirmed in my early briefing of him. This was originally stated by Mr. McCone when he came in as being a desire to get the money and manpower of the Agency tightly centralized under a comptroller, and he used the analogy of business. He also on several occasions noted the necessity for the DCI to have direct control over these assets and to maintain a flexibility in regard to their use. I have discussed the growth of BPAM and the recentralization with Dick, and he endorses the direction in which we are moving.

As I see the major responsibilities of the Comptroller, they are as follows:

1. To control the allocation of the money and manpower of the Agency under the policy direction of the DCI and DDCI so as to get the greatest results from our efforts.

2. To maintain a consistent review and analysis of all programs, projects and offices to insure that we are evolving with varying priorities and requirements, dropping lower priority tasks to take on higher priority tasks. I have viewed the O/BPAM and most particularly its Program Analysis Staff and Manpower Control Staff as being only two of several contributors to this effort. I have looked to such other organizations as the Office of Personnel and the Inspector General to make contributions to this regard, and have urged John Clarke to develop a Systems Analysis Staff which would look more at methodology than at substance to insure that we are always the most aggressive and modern organization in the Government.

3. I have also considered it a very basic responsibility to keep a flexibility in regard to both manpower and money so that I could always respond when urgent needs arose requiring emergency allocation of either money or manpower. In this regard it was, of course, necessary to move back away from a competitive atmosphere between the Directorates as to what percentage of the Agency's assets they should require. I think we have succeeded in doing this, and

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

while the FPBC does have an overview of the total assets I think it is now accepted that the Executive Director-Comptroller is in a position to make a final decision without having to fight it out each time with the representative Deputy Directors. Therefore, you will find that we have a cushion in regard to both manpower ceilings and to the money available for reprograming in the Agency. You will also find the rather interesting aspect that the pressures from the Directorates, despite their occasional vocal complaints about the tightness of ceiling, have been rather minimal.

You will recall that I was criticized by the DDP for not using the FPBC as a sounding board and allowing them to be aware of the type of action memorandum that might be forthcoming. I think this was a valid criticism and I think that since we have been using FPBC for that purpose life has been easier for all concerned.

I have tried to make it a regular practice to have a short daily meeting with John Clarke on Comptroller and BPAM matters and believe that this is valuable.

I did not succeed in establishing a regular program of office and unit briefings for myself but my objective was to at least once a year get a thorough and complete briefing on each Agency element. If it is attempted at the time of budget review, I think you will find that it is not as valuable and that you will not be able to take the time to do it.

I also tried to have at least a monthly meeting with the BPAM professionals, mainly in the nature of keeping them advised of my thinking and affording them an opportunity to express views which might assist in improving the work.

I left the liaison with the BOB primarily to BPAM with an injunction to the Director of BPAM to keep me thoroughly informed of all developments and I participated in the meetings only when major issues or elements were involved.

I pushed BPAM to keep very much on top of relations with the House Appropriations and Senate Appropriations Committees, particularly the former. The Legislative Counsel has always had a slightly jaundiced eye in this area, but I have never really been fully satisfied that our liaison with that committee is as good as it should be.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

I have had BPAM send me a weekly report on the status of actions in that office. This served two purposes. It gave me a weekly review of what they were doing; it stimulated them to move more quickly on projects and programs on which they were preparing recommendations.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

ORGANIZATION OF THE DCI'S OFFICE

Since the creation of the position of Executive Director in March of 1962, I have tried several different experiments in the organization and functioning of the DCI's office. I initially tried holding a daily staff meeting with the staff men in the DCI's office. I originally included all of the staff men including [redacted] etc. STAT It was objected to on the basis that this inhibited discussion of highly sensitive matters. It ended up with basically no real discussion of what was going on in the immediate offices of the DCI and DDCI, so I cut the size of the group to only the Executive Assistant to the DCI, DDCI, and assistants to the Executive Director. This effort also failed because the Executive Assistants to the DCI and DDCI seldom came to the meetings so I stopped having these.

Also, originally the calendars of the DCI and DDCI were circulated so that the three senior officers would know what each was doing. We also used to have the daily schedules of the senior officers reported for circulation. Both of these efforts were dropped. I think you should know who the DCI and DDCI are seeing, except for personal or highly sensitive appointments, and I would urge that some method be worked out.

We developed a daily correspondence journal and a daily log of correspondence. I think this has been successful and is useful, but perhaps it can be done better than it is.

We produced a notice on the organization of the Director's office explaining how to make appointments with the top officers of the Agency and how to send papers to them. It emphasized the desire to have the papers left at the Executive Registry for processing. I have heard from lower levels that this was a very useful notice, but I would note that there is still a terrible tendency to hand carry papers which defeats the purpose of the Executive Registry. While the secretaries and assistants have generally been quite good in eventually getting papers to ER, it can only be at its most effective if there is an iron discipline in sending papers through it. It may take the loss of a major, highly sensitive paper to acquire this discipline, and I think that is a high price to pay for it. But I commend to your attention the dangerous practice of hand carrying papers directly to any of the three offices, none of which log them. I would regret to see the three offices each starting a log, because I think this is highly wasteful.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

CONGRESSIONAL RELATIONS

Another area where I have maintained continual interest is in the field of congressional relations. You will recall that for a considerable period the Legislative Counsel reported directly to me although remaining part of the General Counsel's staff. I believe that you should continue to exert influence on the work of our Legislative Counsel staff because I have never been satisfied with the initiative and drive of that organization. As comptroller you will of course want to develop and maintain close relations with both the staff and members of the Appropriations Committees. And I would urge that you continue having BPAM keep in close touch with these staffs while keeping the Legislative Counsel's office informed.

If you examine the history of our congressional relations, and particularly that of the last session of Congress, you will find that we were several times surprised by developments on the Hill about which we should have been informed, and you will remember McCone's anger on such things [redacted] STAT

Since that time we have beefed up the Legislative Counsel's staff and Houston and Warner and I have been discussing relieving John of his responsibilities as Legislative Counsel so that he can devote full time to those as Deputy General Counsel and naming a new Legislative Counsel. Our understanding at the moment is that we will watch the STAT work of [redacted] through this session and if we feel one of them has developed the maturity and background for the job to promote them to it. We also are looking for another addition to the staff, which I would endorse.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

PUBLIC RELATIONS

As you know, I have always maintained considerable interest in our public relations program and that [redacted] and Chretien reported to a degree to me, especially the latter. Of course, the CIA public relations man should report primarily to the DCI and secondarily to the DDCI, as they are the "public" figures in the Agency. In this connection Dick may wish to take more of the load in giving advice and guidance to [redacted] but I think that there should be a clear understanding between you on this. There is need for considerable immediate decision making in this regard which often exceeds the capacity of the public relations office, and this will be even more true with [redacted] new in the Agency.

STAT STAT STAT STAT

More important, however, is the fact that our public relations should not be passive, and that we should be aggressive in helping to develop the Agency's image. The Agency is composed of human beings and a large part of our activities are identical to those in other Government departments and agencies. Therefore, part of our public relations is insuring that we don't get clandestine about non-clandestine activities. The FBI makes great capital on advertising how much unpaid overtime their people work and how good their internal athletic teams are. Even if the Agency doesn't want to go this far, I believe there is a lot we can do in quietly and unobtrusively being friendly to people who are interested in us. Briefings of businessmen and corporate groups are very valuable. Our lectures to the war colleges are a form of public relations. We should entertain local government officials and high school principals. We don't have to tell them anything classified, but the very fact that CIA will talk to them about intelligence as a career and let them inside the Agency building helps the image tremendously. I believe the Executive Director should continue to press forward on this effort.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

EDUCATIONAL AID FUND

The Educational Aid Fund I consider to be a very important endeavor on the part of the Agency. I believe it has gotten off to a STAT good start and I think [redacted] can provide impetus on the external fund drive. I am worried about the fund not losing the momentum it has acquired. I would like to see the fall fund drive internally given more and better publicity this year as I am sure that it can easily raise $15 to $20,000. You will recall that I suggested at the last Board meeting--or perhaps it was only to [redacted] STAT STAT [redacted] -that we send letters to all of the employees whose youngsters received grants and urge that they talk up contributions among the employees. I think this would be useful if properly phrased.

STAT [redacted] has done a good job as the Executive Secretary to the fund. He needs encouragement and some pushing, but I would urge his continuation in the job. I would also urge continuation of STAT [redacted] as counsel to the fund. He seems very willing to be of assistance and it will serve to keep up his interest in the Agency.

There must be a spark plug to keep this fund going. If you cannot be that yourself, then I would urge you to find one. It must be somebody who is willing to take the time to do it and will not let it slip. Des FitzGerald impressed me with his interest at our selection meeting and he might make a good successor to me as chairman unless you want it. John Bross is another logical candidate, but I'm not too sure as to whether he would keep the momentum.

In summation, I feel that the fact that the Agency is interested enough in its employees to develop a scholarship fund is a big incentive to career service.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

PUBLIC SERVICE AID SOCIETY

As you know, I have pretty well relinquished my role in the Public Service Aid Society and let the Office of Personnel pick up the ball inasmuch as they are the operating body. They have done a good job in this regard and I think [redacted] deserves great credit for her efforts. On the other hand, the board under [redacted] lanquished a bit and allowed the fund to become somewhat self-perpetuating as well as making one or two wrong decisions. STAT STAT

Naturally, having started this fund I am most interested in seeing it continued and prospered. I am quite confident that you can raise $12 to $15,000 each year from employees contributions without much effort. On the other hand, I think the brochures put out at the time of the fund raising have not been particularly useful. It does need a fatherly hand which will not take very much time, and that should be yours. I would urge that once or twice a year you review the activities of the PSAS and inject adrenalin if necessary.

I feel that PSAS is an exceedingly valuable career incentive and reflects great credit on the Agency. Please keep it up.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

STUDIES IN INTELLIGENCE

I know that you have not been too close to Studies in Intelligence, but I write this item with the hope that you will be an internal foster parent to it and if invited I will be happy to be an external foster parent. By way of refreshing your memory as to the background of this quarterly, you may recall that ten years ago this summer Matt Baird, Sherman Kent, 50X1
STAT [redacted] Larry Houston and myself spent a weekend [redacted] talking about developing the literature of intelligence and thinking about an intelligence university. I believe that we have succeeded remarkably well in the first objective and are gradually progressing to the second. However, with Sherman Kent approaching retirement age and with me leaving there is danger that this effort may die because it takes a strong leader and there are those in the Agency that aren't to convinced of the wisdom of developing the literature of intelligence.

I am convinced that there is wisdom in it, that it provides invaluable training assistance, that it records doctrine in a fashion that cannot be done bureaucratically, and that it is not insecure if properly handled. Further, I believe that as Studies in Intelligence has become an increasingly professional journal it has progressively reflected greater and greater credit on CIA as a professional organization. My plea is that you particularly, and hopefully with [redacted] support, STAT continue to give the board of this quarterly enthusiastic endorsement.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

HISTORICAL INTELLIGENCE COLLECTION

STAT

STAT

I have found his work in the Historical Intelligence Collection valuable. He is definitely in the right nitch and I think the Agency is completely justified in supporting this effort.

Walter needs a home, and over the years he has sought it in my office as he is not really very compatible with the OCR library. Again, this is something that I can keep a fatherly eye on from the outside as it does not take up very much time and, as I have told Walter, I would like to keep in touch with him on publications regarding intelligence. From an internal point of view, it is always possible that someone might decide that it's not worth keeping up. I believe the record will now show that the use made of HIC is considerable and the investment of about $50,000 a year is well justified.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

SENIOR STAFF MEETINGS

The history of our senior staff meetings has been a checkered one and has varied under each Director. There most recent history was that they started out with McCone chairing them, then Carter, then myself, and I eventually decided to drop them because I was getting no support for them and the contributions were difficult to obtain. As you well know, the chairman of any meeting makes it a success or a failure.

I think it is regrettable that the Agency does not have some vehicle for bringing all of the office chiefs together periodically to talk about Agency matters, and I suspect that Admiral Raborn might be anxious to restore a form of senior staff meeting. The argument against them was always that nothing really significant could be discussed because of the wide disparity in security clearances. I don't believe this is valid and I would urge that you try and resume them on a quarterly or monthly basis to discuss Agency-wide problems and give all of the office chiefs a chance to see Admiral Raborn and Mr. Helms. I would not resume the meetings unless the DCI and DDCI willingly endorse them.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

LECTURES TO SERVICE SCHOOLS AND AGENCY COURSES

Attached is a memorandum to the DDCI on the external lectures I have been giving and which you may wish to pick up or have somebody do for you. In addition, there are four internal courses which I also regularly lecture to. These were the four courses that Matt thought most important for my time: an opening lecture on the future of intelligence to the Career Service Trainees and generally the same type of lecture to the Midcareer Course, the Clandestine Services Review Course, and the Intelligence Review Course.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

CONFIDENTIAL

3 July 1965

MEMORANDUM FOR: DDCI

SUBJECT : Lectures at Service Schools

You will recall that during one of our discussions on my responsibilities I mentioned to you the great importance that I placed upon the Agency's public image as reflected in the relations with other departments and agencies. I indicated that I thought the lectures given to the senior service schools and the Foreign Service Institute were among the most important done by the Agency and should have the personal attention of the DCI and yourself to insure that the best possible presentation is made. You asked if I would give you a memorandum on this. Listed below are the ones which I consider most important.

1. The National War College. At the start of each year the National War College asks the DCI to speak to a joint meeting of itself and the Industrial College of the Armed Forces on the role of intelligence in national security. I consider this important. This is followed shortly thereafter by the National War College coming out to the Agency for a full day, the opening lecture of which has usually been given by myself on the organization and mission of the CIA. I also consider this to be exceedingly important as it gives us a chance to clarify many misimpressions possessed by the student body. The rest of the day consists of lectures from Wheelon, Lundahl and others, and obviously these should be well presented.

2. The Army, Navy, Air War Colleges and the Armed Services Staff College invite the DCI to address their national strategy seminars. Admiral Raborn did so this year to Army and Navy. This is important for our public image both with the services and with the external guests that they have coming to these sessions. In addition, each year they have asked for my lecture on the organization and mission of the Agency and I believe that this is good for them and would recommend that somebody continue to give it.

3. The Senior Seminar of the Foreign Service Institute also spends a day in the building for a program very similar to that of the National War College. We generally put our first team on the program, and I urge that this practice be continued.

CONFIDENTIAL

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

4. The National Interdepartmental Seminar also spends a day in the building four or five times a year, and in view of the broad Agency representation at that course I consider that our presentations are important.

Lyman B. Kirkpatrick
Executive Director

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

KNOWLEDGE OF WHAT GOES ON

In other parts of this document I have commented to you on the organization of the Director's Office, etc. In some of these comments you will find showing through the fact that I did not feel that I was being kept fully enough informed on what was going on throughout the Agency. I left the job still feeling this way.

As far as the immediate office of the Director is concerned, you will have the correspondence journal to keep you informed as well as the regular flow of papers going to and from the DCI's office. Among the ways that I attempted to keep informed was by the periodic organization briefings arranged through BPAM. These still do not accomplish everything that is desirable and I seriously gave consideration to resurrecting the old monthly management-type book which, you will recall, was prepared by the Management Staff under [redacted] 50X1
At that time--in the late '40's--as a Division Chief I often felt that that particular system of reporting was over-bureaucratized and was not quite as significant or meaningful as it could be. On the other hand, I think the Executive Director-Comptroller of the CIA should have a tighter grasp on the reins of the Agency than exist at the present time. While you do have control of money and manpower, and therefore a grip on the jugular vein, you do not have control over what happens after money or manpower is committed. I speak rather strongly on this because, while it is undoubtedly improbable that another operation of the magnitude of the Bay of Pigs would ever progress without your being aware of what was going on, there are other activities that could be in progress without your knowledge. [redacted] 50X1

50X1

[redacted]

I believe that as DD/S you received regular periodic reports from some or all of your offices. I received through you regular reports from the Office of Personnel and some from other Offices. It may be that you will wish to devise a particular type of regular report to be sent to you from each component or Office level--I would think most especially from the DD/I, DD/S&T and the DD/P.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

EXECUTIVE DEVELOPMENT

During the past several years as we looked toward recentralizing the Agency, you have been aware of my efforts in trying to develop more of an Agency consciousness as distinct from a Directorate loyalty. It is perhaps ironic that, basically speaking, the Director has control over no personnel other than those in his immediate office and those small components reporting directly to him, e.g., Cable Secretariat, BPAM, General Counsel, Inspector General and NIPE. As I look back over the years and recall some of the many techniques and devices that we employed to try to make it one Agency, I remember, in 1953, putting together a notebook of the biographic sketches of senior Agency officers with the hope that it would be used by the DCI and DDCI in selection for assignments. It was never so used and eventually was dropped as a project.

With the same thought in mind in recent years, I had [redacted] prepare a paper on executive development. I had extensive discussions with Matt on how we could better encourage executive development and career planning. We talked of the creation of an Executive Development Board. We launched the Midcareer Course with the proviso that each of those selected for it would be the subject of career planning. We ended up with a Training Selection Board which is a more effective and better system for selecting our candidates for the Senior Service Schools than we ever had before, but is still being nattered by the DD/P which alleges that it should have full and final authority without question to select people for the Senior Service Schools, and that nobody in the Agency should go behind these selections.

50X1

In regard to the DD/P contention that they should be the final authority and the supreme control over all of the people in their Directorate and, in effect, excluding any DCI control therefrom, I simply direct your attention to the study that we did of what happens to War College graduates. This study very clearly indicates that we have not selected the best people to go to the War Colleges, that they have not been the ones who will rise to the top, and that, basically, the whole performance is pretty poor. I recognize full well that it is an instinctive reaction of a unit chief to want to keep his best men on the job at all times and that he sees no direct production resulting from losing an employee for a year at a Senior Service School. I also recall to your attention the five percent rule which we put into effect for the Agency at one point in an effort to force people into training.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

The whole purpose of this is to urge that you press on as rapidly as you can against what inevitably will be considerable opposition toward the creation of an Agency executive development program. This ultimately should mean that several hundred of the key officers of the Agency will have Agency career designations instead of Directorate career designations. I believe that the Agency should worry over the fact that there are so few across-the-board generalists who are experienced in all of the Directorates, are capable executives, and can be moved into key spots or handle emergency situations. This is very apparent when we start looking for an Agency planner and find that we have Jack Blake, who served in four Directorates; Howard Osborn, who served in three or four; [redacted] who served in two; and we are hardpressed to locate the true generalist. We know that all of our Directorates require specialists, but I would submit that for the top hundred jobs in the Agency--and this may be a very conservative figure--generalists, rather than specialists, are preferred. Thus I commend to your earnest attention the creation of an Executive Development Board.

50X1

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

TRAINING

As you are probably all too well aware, during my career -- both as Inspector General and Executive Director--I have taken a keen and aggressive interest in all of the aspects of training in the Agency. In all honesty this was not a malicious attempt on my part to stick my nose in your business in DD/S as much as a sincere conviction that, in addition to the careful selection of people for employment in the Agency, it is absolutely essential to devote considerable time and attention to the development of the individual into a highly qualified professional. In this area I think that training plays the most important role and consequently deserves attention from the very top of the Agency.

I believe that the CIA has been most fortunate over the past 15 years to have had Matthew Baird as its Director of Training. Matt's stubbornness, while at times trying to his colleagues, nevertheless reflects bulldog determination to give the Agency the best training establishment in the Government. He has done this and it reflects great credit on him personally and on the Agency. With his leaving in January I worry considerably that the quality of the training might diminish or that some of the less statesmanlike individuals in the Agency might try to dilute the effort. I would like to see the trend go in the opposite direction--the effort increased and the responsibility of the Office of Training for supervising and approving all Agency training increased. 50X1

The biggest problem of training in CIA is the selection of the trainees. Unfortunately, we still have supervisors who are not sufficiently wise enough to realize that training can improve their units, develop the professionalism of their personnel, and is an absolute necessity. To a large degree the Directorates still insist upon their sovereignty in selecting the trainees and resent any interference in this effort. I hope you will give the strongest of support to the Director of Training in refusing to accept unqualified candidates for training and in keeping the pressure on the Directorates to nominate only their top people.

As you also know, another problem with the training program is to get the best of the Directorates for tours of duty in the Office of

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Training as instructors. I hope that you will leave no question in the minds of the Directorates but that they must put their very best people in these jobs. The intelligent ones will welcome such assignments as refreshing sabbaticals and a chance to reflect and better equip themselves for future assignments.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

CONFIDENTIAL

PROTOCOL OFFICER

The evolution of the Executive Dining Room, while perhaps a minor administrative matter, has nevertheless been, to my mind, an important factor in the development of the Agency and particularly in the efforts that I have made to try and make it one Agency rather than an association of three or four Directorates. This philosophy was behind my strong interest in redecorating the Executive Dining Room, just as we did the Director's outside suite, and I believe that every cent spent on the Dining Room has been repaid in the use made of it. I have always believed that if a unit had a good mess, it would have good morale. I operated on the philosophy that if we made the Dining Room an attractive place to eat where the food was unusually good and the service good, more and more of our senior officers would use it rather than going outside. We still have, and, I would presume, will always have the "martini-for-lunch crowd" who will have to migrate into the District or to the new clubs that will burgeon around McLean.

As you may know, I sent a memorandum to the DD/P urging that they make more use of both the Executive and the Director's Dining Rooms for the entertainment of foreign visitors. I stressed the fact that these rooms were available for three meals a day, and that we could serve whatever types of alcoholic beverages they wished and practically any kind of meal they wished.

Having done this, and having received enthusiastic response from the DD/P, I then named [redacted] as Protocol Officer and gave her a well deserved promotion. I believe that her time has been more than occupied in managing the Executive Dining Room and the Director's Dining Room, directing the kitchen staff, helping prepare the menus, etc. In order to assist her in her job, even though she is exceedingly well qualified by virtue of her background, I asked her to go to Cornell (which is outstanding in hotel and restaurant management) to take a course, which she did this June. 50X1

I have also tried to encourage the Director, the DDCI and other senior officers to make use of her services when they are entertaining officially. She can handle the entire matter from invitations to clean-up, and I believe this is a more economical method

CONFIDENTIAL

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6

than using part of the secretarial staff in each senior executive's office to do somewhat the same job. Further, she can do it better than can the area divisions or the individual executives. I believe that she is being well used in this capacity.

Finally, I relieved her of her responsibility for any paperwork or other aspects of the DCI's office, and I would recommend that this be continued. I believe that her efforts as Protocol Officer will more than pay dividends to the Agency.

Declassified in Part - Sanitized Copy Approved for Release @ 50-Yr2012/12/28 : CIA-RDP80M01048A001500060006-6